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OC- 9505-84

16 August 1984

MEMORANDUM FOR: Director of Communications
FROM: Chairman, Banding Task Force
SUBJECT: Experimental Pay System (Banding) for
Telecommunications Officers

1. On 7 June 1984 a task force consisting of Office of Communications and Office of Personnel representatives was appointed to draft procedures to band the grades of the Telecommunications Officer (TCO) Series. The following procedures were developed by the task force and are recommended to implement the new experimental pay system for the Office of Communications on 1 October 1984. Paragraph 2 of this memorandum contains a request for your approval.

a. Convert all TCO Series employees from GS to the appropriate level and increment of the new pay schedule (see Attachment F) of the first day of the first complete pay period in October 1984. All TCO Occupational Series employees, including those assigned to other Agency components, will be converted to the experimental pay system.

b. All Within Grade Increases (WGI) that were to be effective on or before 30 September 1985 will be made effective for eligible employees on 1 October 1984 on a prorata basis.

c. All OC Uniform Promotion System (UPS) evaluation exercises through February 1985 will be conducted using current evaluation and promotion criteria. Pay increases during this period will be in the form of comparable level promotions or increment increases.

d. All recommendations for Quality Step Increases (QSI) for TCO's must be submitted prior to 1 October 1984. Those pending approval and made effective after 1 October 1984, will be in the form of two increment increases.

e. Employees and managers in all components will be provided new personnel evaluation criteria for use under the experimental system.

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Teams will be appointed to educate managers and employees on the banding experiment and the new evaluation procedures to be used. For this experiment, the term "component" is defined as the organizational elements under current policy that have been delegated personnel evaluation responsibility.

f. Components will submit completed Performance Assessment Forms (Attachment A) to Headquarters in accordance with the newly established PAR and evaluation schedule (Attachment E). PAR narratives should address the factors listed on the Performance Assessment Form and the Headquarters Review Board Worksheet (Attachment B). Initially, increment increases and promotions between levels will be recommended by component managers and reviewed by Headquarters Review Boards. All recommendations are subject to the approval of the Director of Communications.

g. Headquarters appointed boards, using Performance Assessment Forms, promotion criteria (Attachment C) and Headquarters Review Board Worksheets, will provide the Director of Communications rank-order-lists, by level, of employees recommended for promotion and/or incremental increases. Employees do not have to be assigned a Category I descriptor to be considered for a maximum incremental increase or promotion. All promotion and merit pay increases will be effected once annually for employees in the experimental pay system. Increment increases and promotions will be determined as near as possible to the end of the fiscal year.

h. Annual evaluations under the experiment will be completed prior to August each year. Trainees in Level I may be awarded increment increases out of cycle using criteria established for that level.

i. Employees being converted to or from the GS schedule will convert at equivalent or nearest salary without penalty.

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j. Employees who have already achieved minimum TCO Full Performance certification and who are converted to this pay schedule will not be required to meet new certification criteria.

k. A Performance Assessment Form for employees transferring from one OC component to another within an evaluation cycle will be completed and forwarded to the gaining component. The gaining component will perform the annual evaluation of the employee in accordance with the evaluation schedule, giving full consideration to the reassignment evaluation(s) provided by other components during the evaluation year.

l. The Performance Assessment Form should be considered a counseling tool and must be discussed with the employee upon request.

m. Recommendations for incremental increases will be stated in the following terms: maximum, median, minimal, and none.

n. While it is recognized that PAR ratings and recommendations for incremental increases may escalate, senior managers will ensure that only superior performers receive maximum incremental increases, outstanding performers median incremental increases, and average performers only minimal incremental increases. Slightly below average performers can receive a one increment increase. Employees who do not meet acceptable standards will receive no increase for the current evaluation period. The D/CO will evaluate component chiefs on their discretion in recommending incremental increases.

o. For promotion between levels, Performance Assessment Form ratings will constitute approximately 80% of the overall rating and the remaining 20% will be based on subjective evaluations by Headquarters Review Boards, using Headquarters Review Worksheets. Employees recommended for promotion

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to the next higher level must have satisfied the prerequisite criteria for entrance into that level.

p. Component evaluations should be performed by a panel of senior employees--preferably from Band Level IV. For the first cycle, all Headquarters Review Boards should be chaired by the same officer.

q. All employees, except those receiving Category IV descriptors, should receive a minimum of one increment increase annually through the mid-point of a level. All employees will receive federal comparability increases.

r. A bonus award program will be established for use in conjunction with the experimental pay system. The bonus program may be used, but not limited, to award employees: who have reached maximum salary in a pay level and are not selected for promotion; whose performance merits recognition but not in the form of continual pay reward; on special assignment or whose performance deserves special recognition.

Bonuses will be paid in equivalent incremental values on a one-time basis. More than one incremental amount can be awarded. Recommendations for bonuses will be made by component chiefs, reviewed at Headquarters, and approved by the D/CO in conjunction with other annually scheduled pay adjustments.

s. The Career Development and Training Group/AMD will be responsible for the initial review of individual requests for exceptions to policies regarding the experimental pay system during the first year of the experiment.

t. The five salary ranges used in this

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Telecommunications Officers

experiment will be identified by the following
titles:

Trainee	TCO Level I
Operations	TCO Level II
Specialist	TCO Level III
Staff	TCM Level III
Senior Officer	TCM Level IV

u. Placement criteria will be established for each level and used to convert employees from the GS Schedule to the experimental pay system. A committee will be convened to determine the conversions. The committee will include officers from the task force.

v. A committee(s) will be appointed to coordinate and oversee implementation of the experiment. These responsibilities will include:

- Coordinating with Office of Personnel and components where OC employees are assigned
- Developing an employee briefing package
- Developing an instructional guide for all evaluation materials

w. Senior managers will be briefed on implementation of the experiment, followed by briefings for all employees.

x. Category Descriptors (Attachment D) have been redefined for TCO Series employees and new promotion criteria will be used for the experiment.

2. It is requested that you approve this recommendation to implement an experimental pay system for all Telecommunication Officer Series employees to become effective on the first day of the first pay period in October 1984.

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Task Force Members

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Attachments:
As Stated

APPROVED: *with the understanding that the process and forms
will be adjusted as we gain experience.*

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Director of Communications

17 Aug 1984
Date

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Performance Assessment Form

DATE: _____

NAME _____ SSN _____ PANEL _____ OC/EOD _____

CURRENT ASSIGNMENT _____ POSN/TITLE _____

PAR (Overall)..... _____ X5 _____

Cat. Descr. (I=3, II=2, III=1)..... _____ X5 _____

PAR Rating on Supervision (1-7)..... _____ X1 _____

Leadership [For non-supervisors] (1-4)..... _____ X1 _____

OC Tenure 1-5 yrs = 2
 6-10 yrs = 3
 11-15 yrs = 4
 16+ = 5 _____ X2 _____

Direct involvement in
DO activities (1 - 3)..... _____ X1 _____

Interpersonal Relations (1 - 5)..... _____ X1 _____

Creativity (1 - 5)..... _____ X1 _____

Dedication (1 - 5)..... _____ X1 _____

Judgment (1 - 5)..... _____ X1 _____

Initiative (1 - 5)..... _____ X1 _____

Self Expression (Written & Oral) (1 - 5).. _____ X1 _____

Recommended Increments
(Maximum, Median, Minimum, None) _____

Recommended For Promotion..... _____ Total _____

COMMENTS:

Component Chief~~CONFIDENTIAL~~

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PERFORMANCE ASSESSMENT IDE

PERFORMANCE APPRAISAL REPORT - An annual Performance Appraisal Report (PAR) will be completed on each employee in accordance with the Office of Communications' PAR and evaluation schedule for Telecommunications Officers (TCO). The report will address the merits and deficiencies of each individual in accordance with appropriate regulations and guidelines. Component managers are charged with reviewing these reports and ensuring their ratings and comments address the criteria in accordance with established guidelines. Inflation of PARs will dilute the merit pay of those employees who warrant recognition for superior performance under banding criteria. The PAR rating is worth approximately 30% of the total field evaluation.

CATEGORY DESCRIPTOR - A category descriptor is assigned by the field component for each employee based on his overall evaluation. Included in this evaluation are the past performance record, for growth, capabilities and potential for growth. Most employees are considered to be good performers and could receive a rating of Category III. Any employee who exceeds this rating, but is not outstanding would be rated as Category II. Only those employees who are truly outstanding are rated Category I. Poor performers (below the acceptable standards are considered Category IV). (See individual category definitions.)

SUPERVISION - This rating is assigned to any individual who has demonstrated supervisory responsibilities during the rating period. This rating (and related duty) must be reflected on the annual PAR. The employee must have supervised one individual for approximately 50% of the time during the total rating period. Is the individual a good role model and teacher?

LEADERSHIP - This rating will be used for those individuals who do not qualify for the criteria under the heading as a supervisor but who deserve a rating as a potential or proven leader. Individuals in this category have demonstrated leadership skills but have not had the opportunity to supervise. Leadership potential is being evaluated.

OC TENURE - The experience in OC is being addressed in this category. Tenure is defined based on the EOD date in the Office of Communications versus the Agency. Components assign a value based on this date. Tenure will be rounded to the nearest whole year.

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INTERPERSONAL RELATIONS - Consider the individual's ability to represent the component, Office, and Organization, and to work effectively with subordinates, peers, and supervisors. Is the employee a team player?

CREATIVITY - Consider either the innovative or problem solving aspects. The individual's ability to recognize problems, and to choose logical solutions with discriminate use of resources. Also, the individual's talent for suggesting and developing methods or procedures and the degree to which the individual recognizes and supports suggestions made by others.

DEDICATION - Consider how responsive the individual is to the needs of the Office and how disciplined, dependable and punctual is he/she in difficult situations.

JUDGEMENT - Consider the individual's ability to make sound recommendations and correct decisions, especially when the available information is incomplete, ambiguous, or conflicting.

INITIATIVE - Consider the degree to which the individual identifies needs, organizes, devises and undertakes additional tasks and responsibilities and takes advantage of opportunities to offer meaningful contributions. Also, consider the amount of supervision the individual requires, and efforts made toward self-improvement.

SELF EXPRESSION - For written correspondence consider grammar, clarity, organization, and the ability to use a style appropriate for the task. For oral communications consider the ability to exchange information, the ease with which the individual asks for and shares information with others and if the individual listens attentively.

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ATTACHMENT B

HEADQUARTERS REVIEW WORKSHEET

Name: _____ Band/Increment: _____ Panel _____

Current Assignment _____ Position/Title: _____ OC/EOD _____

Field/Component Overall Rating Score (Factored) _____

Review Board Considerations (The following evaluation factors to be considered by the review Board should be added to the factored rating and constitute approximately 20% of the total score)

Mobility (TDY Qualified &
Willingness to Serve

Special Recognition (Awards, Commendations, etc.)

Training (See Recommended List)

Experience (Tours & variety of assignments)

Previous PAR Ratings (last three PARs)

Productivity

Creativity

Interpersonal Relations

Written/Oral Skills

TOTAL _____

Comments:

Promotion recommended _____
If No State Reason(s)

Chairman, Review Board

Level _____ Increment _____

Management Consideration (D/CO)

Total Person

RYBAT

Job Worth

Security

Total Contribution

Approved

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TRAINEETRAINING RECOMMENDATIONS

- Employee Development Course
ITCIA

OPERATIONS

- Essentials of Writing (or
equivalent) Trends & Highlights
- Urban Awareness
Leadership Styles & Behavior
CIA Today and Tomorrow
PAR Workshop
- Management Development Course
Counseling Course
Briefing Techniques
Instructor Training Workshop (Instrs.)
Instructional Systems Design (Instrs.)
OC Management Seminar

SPECIALIST

- Mid-Career
Advanced Instructor Training
Innovative Problem Solving

STAFF

- Mid-Career
- Advanced Management
Time Management
- Advanced Intelligence Seminar
Program on Creative Management
Center for Creative Leadership
Naval War College

SENIOR OFFICER

- Staff College Appointments
CIA SODP Core & Workshops

NOTE: Except where otherwise noted in band movement criteria, the above training is recommended for completion in the band/segment indicated prior to movement to the next band/segment.

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Page Denied

Promotion Criteria

1. TRAINEE TCO LEVEL I

- a. Normally, Entry on Duty (EOD) for Phase I Training will be at or near increment 7 of Level I.
- b. Approximately midway through Phase I of the formal training course, good performers may be rewarded by a one (1) increment increase. Exceptional performers (top 10% of the class) may be rewarded by a pay increase of up to two (2) increments.
- c. Trainees will normally be advanced to Level I increment 13 upon successful completion of Phase I training and with a recommendation by Chief, Communications School.
- d. Internal transfers to the TCO training program will remain at their GS grade and step during Phase I. Upon successful completion of Phase I and with a recommendation by Chief, Communications School, they will be advanced to increment 13 Level I. Exceptional performers may receive achievement awards during training as appropriate.
- e. Phase II Training includes an assignment in the U.S. for a period of up to one year. Employees cannot remain in Phase II longer than one year.
- f. After six months in Phase II, trainees will be considered for advancement using the first annual PAR and assigned Category Descriptor. Pay advancement during Phase II can be made through increment 17 in Level I. The number of increments awarded will be recommended by the component chief and must have the approval of the D/CO.
- g. Exceptional performers may skip Phase II training and be assigned PCS immediately upon completion of formal training. After six months on the job, these employees may be considered for an incremental advancement using the first annual PAR and assigned Category Descriptor. The number of increments awarded will be recommended by the component chief and must have the approval of the D/CO.
- h. Employees will remain in Level I until all promotion criteria for entry into Level II have been met. Advancement in Level I can be made through increment 32.
- i. Employees in Level I will be evaluated annually in accordance with the OC evaluation schedule. Selection out may be considered for employees unable to meet promotion criteria to Level II within eight years. (An average time of five years is anticipated to complete Level II entry criteria.)

2. OPERATIONS - TCO LEVEL II

Requirements for entry into TCO Level II:

- a. Minimum overall 4 rating on current PAR
- b. Must have met all Certification Program entry requirements for TCO Level II

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- c. Completion of Agency 3-year trial period
- d. RYBAT and security acceptable
- e. Must have completed a minimum of 3-years in Panel MCD
- f. Recommendation by component chief
- g. Category Descriptor I, II, or III

3. SPECIALIST - TCO LEVEL III

Requirements for entry into TCO Level III:

- a. Minimum overall rating of 5 on current PAR
- b. Must have met all Certification Program entry requirements for TCO Level III
- c. Minimum of two PCS assignments including one overseas assignment
- d. Category Descriptor I, II, or III
- e. RYBAT and security acceptable
- f. Recommendation by component chief

Advancement to TCO Level III, normally from TCO Level II, will be by panel selection based on most qualified individuals with technical expertise for specified requirements.

Individuals must move from TCO Level III to TCM Level III to get to TCM Level IV. Such moves will be at the same salary, and promotion. Employees going from TCM Level III to TCO Level III, when appropriate, will receive pay retention and remain salary frozen until there is a pay catch up. *will be at the next higher in band but for a limited period. 2 years.*

4. STAFF OFFICER - TCM LEVEL III

Requirements for entry into TCM Level III:

- a. Minimum overall rating of 5 on current PAR
- b. Must have met all Certification Program entry requirements for TCM Level III
- c. CIARDS qualified
- d. One to two years experience as manager (must have supervised at least one person)
- e. Minimum of two PCS assignments, including one overseas assignment
- f. Minimum Category Descriptor II
- g. RYBAT and security acceptable
- h. Must have participated in management related training courses such as; managerial, counseling, writing, public speaking, word processor, computer, etc.
- i. Recommendation by component chief

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5. SENIOR OFFICER - TCM LEVEL IV

Requirements for entry into TCM Level IV:

- a. Minimum overall rating of 5 on current PAR
- b. Minimum of two PCS U.S. assignments and three PCS overseas assignments
- c. Must have one tour as Staff Officer (2 years)
- d. Must have experience as Section or Branch Chief (2 years minimum)
- e. Minimum Category Descriptor II
- f. Minimum PAR rating of 5 for managerial/supervisory duties
- g. RYBAT and security acceptable
- h. Recommendation of component chief
- i. All promotions to TCM Level IV will be from TCM Level III

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CATEGORY I

These employees possess and are presently using experience, knowledge and talents to a degree that is clearly exceptional in comparison with their peers; they excel in current job assignments. Their personal characteristics and work performance clearly suggest the potential for rapid upward movement through positions of increasingly greater responsibility, performing strongly in each job assignment. They will require minimal time to increase their potential in the upward progression. Their performance would be excellent in any job within their level and in many jobs within the next higher level.

CATEGORY II

These employees possess and are using experience, knowledge and talents to perform strongly. Their personal characteristics and work performance indicate a capability for steady advancement upward through positions of increasingly greater responsibility, performing strongly in each job assignment. They have the capability to increase their potential in each job. They could perform strongly in any job within their level and in some jobs within the next higher level.

CATEGORY III

These employees possess and are using experience, knowledge and talents to perform well in positions at their current grade level but have not demonstrated the potential to perform successfully at higher levels of responsibility. Their personal files and work performance tend to indicate that they are close to realizing or have realized their potential. They could perform satisfactorily in any job within their level but at this time in few jobs within the next higher level.

CATEGORY IV

These employees may or may not possess experience, knowledge and talents to perform satisfactorily; however, their overall work performance reflects specific deficiencies or the inability to meet important aspects of work requirements. Their potential for growth shows no evidence of improvement in their current job assignment.

POTENTIAL

This is an evaluation of an individual's capability to assume higher-level responsibilities, and to develop, grow and advance in substantive assignments and/or managerial positions. At the higher levels, i.e., level IV, potential should be evaluated as the extent an individual's years of experience, knowledge, talents and skills can be applied to a variety of assignments within OC, elsewhere in the Agency or Intelligence Community.

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ATTACHMENT E

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Telecommunications Officer
PAR and Evaluation Schedule

	<u>PAR Period Ends</u>	<u>Due in Hqs</u>	<u>Hqs Review Board Meets</u>
Level IV (for SIS)	31 January	28 February	31 March
Level IV*	31 May	30 June	15 July
Level III	30 April	31 May	31 July
Level II	30 April	31 May	15 July
Level I	31 May	30 June	15 August

* - Includes Level IV employees recommended for SIS but not selected and all other Level IV employees. Performance Assessment Form is all that will be required for employees whose PARs were completed for SIS consideration.

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TELECOMMUNICATIONS OFFICER PAY SCHEDULE
(TCO/TOM Schedule)

TCO-1 Trainee		Increment = 302													
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	<u>16</u>
15497	15799	16101	16403	16705	17007	17309	17611	17913	18215	18517	18819	19121	19423	19725	20027
<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>32</u>
20329	20631	20933	21235	21537	21839	22141	22443	22745	23047	23349	23651	23953	24255	24557	24859

TCO-2 Operations		Increment = 407													
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	
21066	21473	21880	22287	22694	23101	23508	23915	24322	24729	25136	25543	25950	26357	26764	
<u>16</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>
27171	27578	27985	28392	28799	29206	29613	30020	30427	30834	31241	31648	32055	32462	32869	33276

TCO-3 Specialist		Increment = 489													
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	
25489	25978	26467	26956	27445	27934	28423	28912	29401	29890	30379	30868	31357	31846	32335	
<u>16</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	
32824	33313	33802	34291	34780	35269	35758	36247	36736	37225	37714	38203	38692	39181	39670	

ADMINISTRATIVE - INTERNAL USE ONLY

TELECOMMUNICATIONS OFFICER PAY SCHEDULE
(TCO/TCM Schedule)

TCM-3	Staff					Increment = 583									
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	
30549	31132	31715	32298	32881	33464	34047	34630	35213	35796	36379	36962	37545	38128	38711	
<u>16</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	
39294	39877	40460	41043	41626	42209	42792	43375	43958	44541	45124	45707	46290	46873	47456	

TCM-4 Senior Officer				Increment = 814										
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>
42928	43742	44556	45370	46184	46998	47812	48626	49440	50254	51068	51882	52696	53510	54324
<u>16</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	
55138	55952	56766	57580	58394	59208	60022	60836	61650	62464	63278	64092	64906	65720	

TELECOMMUNICATIONS OFFICER OVERSEAS PAY SCHEDULE
(TCX/TCY Schedule)

TCX-1 Trainee		Increment = 331													
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	<u>16</u>
16985	17316	17647	17978	18309	18640	18971	19302	19633	19964	20295	20626	20957	21288	21619	21950
<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>	<u>32</u>
22281	22612	22943	23274	23605	23936	24267	24598	24929	25260	25591	25922	26253	26584	26915	27246

TCX-2 Operations		Increment = 446													
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	
23088	23534	23980	24426	24872	25318	25764	26210	26656	27102	27548	27994	28440	28886	29332	
<u>16</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	<u>31</u>
29778	30224	30670	31116	31562	32008	32454	32900	33346	33792	34238	34684	35130	35576	36022	36468

TCX-3 Specialist		Increment = 536													
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	
27936	28472	29008	29544	30080	30616	31152	31688	32224	32760	33296	33832	34368	34904	35440	
<u>16</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>	
35976	36512	37048	37584	38120	38656	39192	39728	40264	40800	41336	41872	42408	42944	43480	

TELECOMMUNICATIONS OFFICER OVERSEAS PAY SCHEDULE
(TCX/TCY Schedule)

TCY-3 Staff		Increment = 639												
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>
33482	34121	34760	35399	36038	36677	37316	37955	38594	39233	39872	40511	41150	41789	42428
<u>16</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	<u>30</u>
43067	43706	44345	44984	45623	46262	46901	47540	48179	48818	49457	50096	50735	51374	52013

TCY-4 Senior Officer		Increment = 892												
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>
47049	47941	48833	49725	50617	51509	52401	53293	54185	55077	55969	56861	57753	58645	59537
<u>16</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>29</u>	
60429	61321	62213	63105	63997	64889	65781	66673	67565	68457	69349	70241	71133	72025	